



Emotional Intelligence and Employee's Well-Being

Dr. Sherry

Assistant Professor

DPGITM College

Abstract: Emotional intelligence leads to empathy among employees which results in understanding emotional aspects of other's who got influenced by their decisions. Emotional competencies like reliability, conscientiousness, self-control interact with organizational climate to promote an environment of trust and loyalty. Employees should be motivated to learn EQ skills so that communication and interrelationship will increase with other team members which resultantly increase the overall productivity/ performance of the organization.

Introduction:

It is essential to understand the term "emotion" as many philosophers and psychologists have discussed about the nature of emotion but everyone agrees that emotions are a complex phenomenon. They originate due to the exposure of human beings to specific situations. Emotions include the feelings of fear, love, anger, happiness, hatred aroused due to various situations or people. Earlier the non-emotional aspects such as problem solving, intellect and memory were given greater importance than emotions. Nevertheless emotional aspects such as emotions, moods and feeling are equally essential. Salovey and Mayer (1990) coined the term Emotional Intelligence. According to them, "Emotional intelligence is the subset of social intelligence that involves the ability to monitor one's own and other's feeling and emotions, and to discriminate among them and to use this information to guide one's thinking and actions." According to them, emotional intelligence helps in predicting success in life. Due to lack of sensitivity and interpersonal skills, many intelligent people fail and run into trouble. Thus, individuals who are able to manage their emotions according to the situation are far more able to achieve their goals and objectives in life than others who are not able to do so.

Bar-On (1988), on the other hand, considered that emotional intelligence results in an individual's effectiveness by letting them cope up with the daily hassles of life. A science writer, Goleman (1998) broadened the concept of intelligence by observing that an individual's emotions play an important role in making decisions and prediction of success in life. Thus, mere dependency on the intellect part is not sufficient; rather emotions should be given due recognition as these enable an individual to progress in his/her professional as well as personal life. Therefore, emotional intelligence plays an important role in an employee's production, and his relationship with his colleagues defines his role and significance in an organization. Work is considered to be the crucial factor of any organization but the organization should also consider the emotions of the employees working in it. Today, organizations are required to strike a balance between personal and professional lives of the employees which in turn enables the organizations to face the expectation and demands of the competitive world. Since the employees are faced with a lot of stress in meeting the challenges of the competitive world, emotional intelligence plays a crucial role in managing the stress level of the employees and making them empathetic, open to

communication and flexible in their operations. Emotional intelligence is an avenue of strengthening teams, employees and organizational efficiency.

Emotional Intelligence helps in brining emotions to the workplace. In earlier days, employees were treated as machines and hence there was no emphasis on the motives and feelings of an employee. When emotions are not given due importance, it leads to increased accidental rates, decrease in production and incremental change in attrition rate of the employees which resultantly impacts the efficiency and effectiveness of the organization. The productivity of an employee decreases when their thoughts, emotions and feelings are misaligned. Man is a social animal who cannot live in isolation, therefore he has to work and live in a group. Today, many organizations are focusing on both EQ and IQ for making important decisions involving hiring and promotions. Training employees in emotional intelligence leads to increased social and motivational level of an employee which makes him face the stress level arising due to changes in environment. Emotional intelligence helps the organization to gain a competitive edge over its competitors in this rapidly changing environment.

REVIEW OF LITERATURE

Emotional Intelligence

Thorndike (1920) brought forward the idea of social knowledge, the capacity to comprehend and to oversee men and women in their relations. The idea of emotional intelligence got its significance from social intelligence. Bar-On model developed by Bar-On in 1980 underlined the significance of social and emotional intelligence in understanding oneself and others. Bar-on likewise enunciated the idea of social and emotional intelligence in managing other individuals and adapting to every day issues, difficulties and requests. He emphasized the idea of being practical, useful and adaptable to manage issues promptly.

Bar-On model (1980) describes that human beings are required to be emotionally and socially intelligent for understanding and expressing themselves efficiently so as to be able to relate to others for successfully dealing with the daily demands and pressures. The model emphasized the requirements for an individual, to be flexible and realistic in their approach to cope with immediate situation, solve problems and make decisions.

Gardner (1983) added the idea of multiple intelligence. According to him, intrapersonal and interpersonal were two types of intelligence which laid the foundation of different models developed on emotional intelligence. He asserted that individuals are enriched with numerous sorts of knowledge which ought to be given due thought and significance. Hence, arranging an extraordinary blend of knowledge is a very difficult issue.

Salovey and Mayer (1990) stressed the need of managing one's feelings. The people who are equipped with the power of managing their emotions are more inclined to accomplish their objectives and destinations. Such individuals have the capacity to guide and spur other individuals much better than the individuals who neglect to control their feelings. Emotional intelligence enables an individual to understand and read other individual in social context and to detect the emotional reactions. Emotional intelligence helps in regulation and control of such emotions carefully which is very critical for effective leadership and team performance.

Goleman (1995) advanced the idea of Emotional Intelligence by arguing that our perspective and comprehension of human knowledge is excessively narrow and tightening. He explained that emotional intelligence assumes a critical part in an individual's reasoning choices and procedures. Feelings and reasons are constantly adjusted by our brain when we settle on choices in a complex situation. In 1998, Goleman composed another book on Emotional Intelligence, Working with Emotional Intelligence, in which he stressed the importance of

emotional intelligence in a working environment. He focuses on the crucial role of emotional intelligence in managing feeling, interactions and communications. He stressed the fact that extraordinary individuals are imbued with exceptional passionate insight which helps them achieve higher aims in life.

Boyatzis (2008) opined that successful directors and pioneers are endowed with techniques and capabilities which concentrate on learning social, psychological and emotional capabilities, which in turn, predicts efficiency and effectiveness in professional, administration and leadership roles in various segments of the society and the organization.

Moulding, (2002) stresses that in earlier times IQ was the only parameter of success. But nowadays individuals with high IQ levels fail and the people with modest IQ perform surprisingly well in order to improve the leadership qualities, the emotional aspect of the brain should be given due importance and one should know how to use emotions in an effective manner. In today's worlds mere dependence on IQ can get one entry into the organization but to become an effective leader, an individual is required to be emotionally intelligent.

Mayer, Salovey & Caruso (2008) stress that some individuals display a greater capacity to process the information about emotions and accordingly they are in a better position to guide their behaviour and thinking processes to function well than those of others.

Dulewicz & Higgs (2000) supported that EQ construct could be more effectively measured by "performance analysis rather than classic paper and pen test method. He stresses that the both IQ and EQ combined together are the powerful and better predictors of success than either of them alone.

Emmerling & Boyatzis (2012) found that social and emotional intelligence serve as valid and reliable approach in assessing and developing individuals of diverse cultures and backgrounds.

Fredrickson (2001) suggested that experiencing positive emotions serves a fundamental strength in the overall development of human being.

Abraham (1999) states that emotional intelligence is positively related to organizational outcomes and appraisal of employees, organizational commitment by preventing emotional dissonance, ethical role conflict and work conflict among employees.

Cooper (1997) opines that individuals could have better relationship and successful career by relying on emotional intelligence. Thus by developing EQ-competencies individuals can improve effectiveness in high pressure tasks and ultimately resulting in more trusting relationships among employees.

Ashby & Rice (2002) examined the relationship between the adaptive and maladaptive dimension of perfectionism and self-esteem. The results of the study indicated that perfectionism was directly and positively related to self esteem whereas maladaptive perfectionism was negatively related with self esteem

Ciarrochi, Chan & Caputi (2000) critically evaluates emotional intelligence (the ability to perceive understand and manage emotions) and revealed that emotional intelligence was not related to IQ. On the other hand emotional intelligence is related to life satisfaction, empathy etc. Emotional intelligence was directly proportional to the individual's ability to manage emotions. Thus emotional intelligence is useful and distinctive but IQ plays a crucial role in understanding the emotional processes.

Fredrickson (2001) suggested that positive emotions play a crucial role in development of human strength which leads to the flourishing of human mind and body. Positive emotions enable an individual to have a broad perspective to life which leads to a better physical and intellectual health.

Baumeister & Tice (1990) elaborated that anxiety arises because of exclusion from some special groups due to incompetence, unattractiveness and immorality which thereby leads to anxiety among individuals which leads to incompetence of daily work schedule.

Gross (1998) explains which emotion an individual possesses, how they experience these emotions and express them in front of others. He focused on how an individual manages his/her emotions. Thus according to the emotion regulation model an individual experiences these five stages: (1) cautiously selection of the situation (2) modification of the selected situation (3) deploying their attention to the situation (4) changes in the cognition (5) modulation of the responses.

Thus, the earlier researchers have emphasized the social, emotional as well as multiple intelligence which help an individual to grow in his/her personal and professional life. Emotional intelligence enables an individual to manage their emotions of others. Both IQ and EQ are important in getting the desired result. Thus, stressing only one aspect is not enough. In today's competitive market an individual is required to be flexible in his/her operations to meet the ever changing demands of the markets. EQ enables an individual to get with the people of diverse cultures and backgrounds. Thus development of EQ is essential in the overall development of human being. Emotional Intelligence, thus, plays a crucial role in prevention of ethical and work conflict among employees working in an organization. EQ improves efficiency of an individual by effectively channelizing the work pressure, which thereby results in better health, reduced stress level and decreases the chances of error at workplace.

Emotional Intelligence and Leadership

Goleman (2000) stresses figurative role and function of various leaders. He contended that distinctive administration styles are needed in managing diverse circumstances. Goleman suggested style for all sorts of business circumstances. He argues that leaders can extend their repertoires by using these styles of leadership in order to create effective results. He suggests that a leader should switch different leadership styles to create better results.

George (2000) harps on the significant role that feelings (moods and emotions) play in the administration process. He observed that the capacity to comprehend feelings and states of mind of the self and the others is extremely compelling in organizational leadership. As indicated by him, key aspects of emotional intelligence are the examination and articulation of feeling, the utilization of feeling to improve cognitive processes and making choices, information about feelings, and the management of those feelings. He further clarified that emotional intelligence adds to successful administration by concentrating on five key components of pioneer adequacy: improvement of aggregate objectives and goals; imparting in others an energy about the significance of work exercises; creating and looking after excitement, certainty, good faith, collaboration, and trust; empowering adaptability in choice rolling out and improvement; and building up and keeping up a significant personality for an organization.

Gill (2002) argues that in order to effectively manage change, a leader is required to emphasize on many aspects of the behavior such as spiritual, cognitive and emotional. Unless and until a leader possesses these qualities he/she cannot be able to formulate strategy for dealing with the changes occurring in the environment.

Caruso, Mayer & Salovey (2002) suggested that emotional intelligence be given due weightage while selecting leaders and managers. If a leader fails to comprehend feeling of his associates in a working environment then he won't be able to enthuse his partners and collaborators to work in a cohesive manner for the achievement of objectives. Thus by selecting emotionally intelligent leaders, people, groups and organizations stand to benefit.

Stein, Papadogiannis, Yip and Sitarenios (2009) found that executives who possess higher level self-regard, empathy, problem solving and reality testing are likely to earn higher levels of profits. Thus, emotional intelligence helps in managing oneself as well as others, helps in managing the growth of the organization and in motivating and retaining the employees of the organization.

Riggio, Murphy & Pirozzolo (2002) considered three aspects of intelligence- cognitive, social and emotional in transformational leadership. They assert that multiple types of intelligence, particularly social and emotional intelligence helps in transformational leadership to foster meaningful and fruitful relations with co-workers. It gives particular techniques to managers to battle anxiety, maintain a strategic distance from burnout, and recharge themselves physically, mentally and emotionally. It uncovers how deliberate utilization of utilizing these qualities makes a powerful and persisting leader. Great leaders are resonant leaders as it offers the motivation to start and maintain resonance in ourselves and those we lead.

Dulowicz and Higgs (2003) opined that in 21st century, the effective leadership is of paramount importance in order to meet the challenges and demands of the environment. There is a need of development of emotional intelligence as an employee gets ahead in the corporate ladder. By the development of emotional intelligence, an individual is able to better assess the requirements and the solutions to the problem in hand. He/ she is well equipped to deal with stress which is the outcome of ever changing environment.

George (2011) argued that leaders of today have been obligated to add to their emotional intelligence in order to overcome the crisis of leaders of the previous decade. George clarifies how leaders can turn out to be genuinely real through engaging, adjusting, serving, and teaming up. A valuable setting for their development can occur in small, intimate associate gatherings. They can therefore develop as individuals and as leaders, create certainty and self-sympathy, and acknowledge their own particular qualities and shortcomings.

Singh (2007) investigated the relation between emotional intelligence and organizational leadership as well as the impact of emotional intelligence on effective leadership for both the genders. The result indicated that there is a significant relation between emotional intelligence and organizational leadership. He found that the emotional intelligence of both male and female helps in increasing organizational effectiveness which leads to better leadership management and effective behavior at workplace.

Pinos, Twigg, Parayitam & Bradley (2006) discovered a direct relationship between emotional intelligence and benefits earned by the organization. If a leader uses more thorough expertise skills, he/she will be able to create a better working environment where real outcomes could be shown. Employees, thus, will be able to communicate their feelings and also work to their best of capabilities to meet the organizational goals.

According to Alston (2009) emotional intelligence, leadership effectiveness and performance are closely identified with one another. Therefore with improved training programmes, the organization could have a positive impact on leadership performance, thus driving the organization to organizational success.

Gardner, Fischer & Hunt (2009) propose that E.I, self monitoring ability and political skills enable the leaders to limit the responses in emotional events. He further elaborated that it is very essential that followers display trust in the leader's vision which ultimately influences the national and organizational culture, industry and occupation.

George (2000) suggested that emotions play a central role in the leadership process. A leader needs to focus on five essential elements: (i) development of group goals and objectives (ii) inspiring others by appreciating the work activities (iii) generate and maintain an atmosphere of

trust and cooperation(iv) encouraging flexibility in making decisions and (v) establishing and maintaining meaningful identity for an organization.

Pearman (2011) illustrated that many dimensions are attached to the role of a leader such as to make plan, inspire the team members, setting of a vision and communicating etc. Thus by using Emotional Intelligence, organizations stand to benefit as communication will be clear, strategies will get implemented and overall satisfaction will be increased greatly.

Ashkanasy & Daus (2002) concluded that studying emotional intelligence in the workplace provides an important insight of how individuals behave in an organization. It becomes essential to maintain a positive climate in the organization where employees will be able to work cohesively and efficiently.

Zhou & George (2003) describe five routes through which creativity can be initiated among the employees of an organization: (i) recognition (ii) collecting information (iii) generating idea (iv) assessment and modification of the idea (v) implementation of idea. He proposes that emotionally intelligent leader plays a critical role in the awakening of creativity among the employees with the help of these complementary routes.

Stein, Papadogiannis, Yip & Sitarenios (2009) found that executives possessing empathy, reality –testing, problem solving and self regard are more likely to draw more profits to the company.

Sosik & Megerian (1999) examined whether self awareness of leaders leads to emotional intelligence and transformational leadership styles. Their findings indicated that correlation exists between emotional intelligence and leaders behaviour.

Rego, Sousa, Cunha & Saur-Amral (2007) suggested that leaders equipped with emotional intelligence skills behave in a certain way which leads to creativity among the team members. They are in a better position to control themselves against criticism and are able to work with empathy with the team members.

Palmer, Walls, Burges & Stough (2001) explored the relationship between emotional intelligence and effective leadership. Effective leader is able to manage their emotions and are able to make their subordinates feels comfortable at work, so that they can work to the best of their capabilities.

Thus, in today's world, a leader is required to use different leadership style in order to fit in the situation. Emotional intelligence enables a leader to help manage their emotions as well as the emotions of others in order to maintain harmony and peace in team. Leaders equipped with emotional intelligence help in maintaining an environment of collaboration, which thereby results in overall achievement of the results. Unless and until a leader is equipped with emotional intelligence he/she cannot formulate strategies to deal with the changes occurring in the environment. Emotional intelligence helps in creating an environment of trust, co-operation and loyalty, so that employees are able to communicate their feelings with others. Training can be provided to the leaders so that they get equipped with EQ skills which helps in getting them ahead in the competitive corporate world. A leader equipped with EQ skills is able to channelize other team member to get the desired result for themselves as well as for the organization which resultantly increases the profit of the organization. Thus, before selecting a leader, emotional intelligence should be given due recognition.

Emotional intelligence and Job Performance:

Rahim, Hussain, Saddam (2010) tested the impact of demographic components such as sexual orientation, marital status, age, educational qualification and occupation on Emotional Intelligence which impacts into organizational performance of female and male representatives.

Results demonstrated that the female counterparts are more emotionally intelligent than male and there is an inverse relations between the age of the female and male employees and EI. Thus by using better training and educational level of employees, emotional intelligence also increases.

Krishnaveni & Deepa (2008) observe that presently the workplace is characterized by cross-cultural teams of employees, time deadlines, work-family conflicts and work pressures which results into a highly stressed work force. These factors negatively impact the effectiveness and well being of the employees. Thus, individual's competencies play a strong role in determining organization's success.

Singh (2007) stresses the significance of emotional intelligence, which became necessary for the growth of an organization. Understanding and developing human resource becomes necessary to enhance the human capacity in organizations. With changing work culture and increased work load, it has made an ever increasing demand on person's emotional, intellectual and physical assets. Emotional intelligence has become a deciding element as larger part of the concerns in an organization includes individuals with different roles and duties in an organization. Thus we need to identify and measure the personal and emotional competencies in order to predict performance at workplace.

Chris & Wakeman (2006) clarified that motivation enables people to define better and improved ways of accomplishing the work and generating loyalty among other individuals. In addition to this, empathy contributes towards the development of emotional intelligence in an individual. It allows an individual to consider the emotional aspect of the people who are influenced by their decisions. Emotional Intelligence enables an individual to understand that their choices might influence others in a constructive or an antagonistic way; therefore, they should consider the outcomes of their decisions. Thus, social skill allows an individual to come closer to their colleagues and subordinates in order to understand their emotional requirements.

Abraham (2004) finds that emotional intelligence enables an individual to monitor one's thinking process and actions. For him, certain emotional competencies are the true predictors of performance rather than emotional intelligence itself. Emotional competencies like resilience, self-control, conscientiousness, reliability, integrity, motivation, social skills interact with organizational climate to promote trust among employees. Thus, if feedback is delivered in a positive and informative way, it can reduce the adverse effects of negative feedback.

Boyatzis, Good & Massa (2012) emphasizes that leader's must recruit and motivate the sales people to promote the organizational productivity. Adaptability and positive feedback help in predicting organizational performance.

Carmeli (2003) suggested that emotional intelligence in particular and managerial skills in general has a very important role in the success of senior executives at workplace. Emotional Intelligence thus, leads to a positive outlook towards work, which moderates the work-family conflict on career –commitment.

Coetzee & Harry (2014) examined that emotional intelligence plays a very crucial role in successful adaptation of an employees through various spheres of life. Managing and controlling one's emotions contributes to emotional intelligence which helps in strengthening career adaptability of employees.

Gunsel & Acikgoz (2013) argue that there is incremental rate of change in business and technological environment which demands an employee to be emotionally intelligent and flexible

in his/ her operations. Thus, emotional recognition of oneself and other team members leads to new product development and better functionality of employees.

Meisler (2014) explores the relationship between emotional intelligence and both political skills and job satisfaction. The results indicated a positive correlation between political skills and job satisfaction. The study also emphasizes that political skills play a mediating role in the relationship of emotional intelligence and job satisfaction.

Mishra & Mohapatra (2010) explored the relationship between emotional intelligence and work performance and found that positive correlation exists between emotional intelligence and performance which symbolize an improvement in performance due to increased emotional intelligence of executives working in different sectors of the organization.

Deeter-Schmelz & Sojka (2003) emphasized that providing training in emotional intelligence helps in developing communication and interpersonal skills required by the sales people in order to improve relations with the customers.

Thus, by imparting training to the employees, emotional intelligence can be increased. Due to increased work-life pressure employees face a lot of stress which results in decrease of production/efficiency. Emotional intelligence leads to empathy among employees which results in understanding emotional aspects of other's who got influenced by their decisions. Emotional competencies like reliability, conscientiousness, self-control interact with organizational climate to promote an environment of trust and loyalty. Employees should be motivated to learn EQ skills so that communication and interrelationship will increase with other team members which resultantly increase the overall productivity/ performance of the organization.

Emotional Intelligence and Stress Management:

Austin, Saklofske & Egan (2005) studied emotional intelligence in relation with personality, alexythymia, satisfaction in life, social support and health related measures. It was found alexythymia and alcohol intake were inversely related whereas emotional intelligence was directly related to satisfaction in life and interpersonal relation in society and quality of life.

Gohm, Corser & Dalsky (2005) emphasized that no direct linkage exists between emotional intelligence and stress management, whereas emotional intelligence is helpful for some people to reduce stress level and not very helpful in case of those who have no confidence in their emotional make-up.

Sheehan (1999) outlined the signs of the problem of workplace bullying. In case the problem remains unidentified, the organization suffers seriously. Thus, it becomes very crucial for the organization to identify factors which hamper the productivity of the employees. After identification of the problem, some changes should be undertaken to introduce a cooperative work environment. Providing training and development in emotional intelligence to the employees of the organization will equip the employees with the ability to solve the problems in a stress free way.

Mikolajczak, Roy, Luminet, Fillee & de Timary (2007) observed the relation between emotional intelligence and biological reactions to stress. The results revealed that higher the emotional intelligence, lower the psychological and biological reactivity to stress.

Wu (2011) analyzed the impact of emotional intelligence on job stress and inferred that people having high emotional intelligence are better equipped to manage stress and vice-versa.

Houghton, Wu, Godwin, Neck & Manz (2012) opined that emotional regulation and self leadership strategies enable an individual to effectively manage stress related to career.

Moon & Hur (2011) examined the effect of emotional intelligence on burnout and how it impacts the performance of an individual in terms of job satisfaction and organizational

commitment. The results indicated that emotional exhaustion was negatively related to job performance in terms of organizational commitment and job satisfaction and the mediating effect of emotional exhaustion was confirmed in the relationship between job performance and appraisals of emotions, optimism, and social skills as factors in emotional intelligence.

Spence, Oades & Caputi (2004) pointed out that emotional experience influences an individual's ability to regulate their emotions by establishing personal goals which are compatible with personal values and convictions.

Slaski & Cartwright (2003) Opined that by providing proper training and development programme on emotional intelligence, employees stand to benefit with better health and well-being.

Thus, due to ever-increasing demands of the market, employees face a lot of stress which reduces their efficiency and effectiveness. Thus, proper training should be provided to the employees so that they will be able to regulate their stress level as emotional intelligence helps in building a climate of co-operation where employees feels relaxed and motivated to work for the organization.

Emotional Intelligence and Decision Making

Brown, George-Curran & Smith (2003) studied the relation between emotional intelligence and self-efficacy of making career decision, vocational exploration and commitment. The study revealed that when emotional intelligence is measured by empathy, feelings, handling relationship and self-control, factors are directly related to ability of taking decisions.

Emmerling & Cherniss (2003) pointed out that earlier emotions were avoided while making some crucial decisions in life but nowadays emotions plays a central role in decision making process. Emotions facilitate career decision making which leads to better career related interests, values and aspirations. Emotions have strong implications for perception of risk related to career and processing of information related to career decisions.

Morrison (2007) analyzed emotions and the role of emotional intelligence with various work tasks: clients engagements; evaluation and perception; making decisions; coordinated efforts and support; managing stress in the rapidly changing context of social work: merger of social services departments with all the more powerful administrations; integrated service delivery; and the new social degree. Thus, social work is required to distinguish its claims to expert skills at the time of such change, one of which is the ability to use relationships to address users' needs. This requires the ability to handle one's own and others' emotions effectively.

Sayegh, Lisa, Anthony & Perrewe (2004) underscores the role of emotional intelligence in an intuitive decision made under crisis situation. Being the custodians of decision, human resource department plays a critical role in taking ethical and financial decision under crisis situation.

Sy & Cote (2004) studied four interpersonal difficulties that impede matrix organization's performance: duties and responsibilities are not clear, misaligned goals build rivalry among employees, low quality of decision making and its untimely nature. Thus, an emotionally intelligent employee can perform much better in the matrix organizations and is able to provide solutions in order to improve the performance in matrix organizations by making use of four components of emotional intelligence i.e. managing, understanding, utilizing, and perceiving emotion.

Hess & Bacigalupo (2011) Identified practical approaches to enhance individual and group decisions making process with the use of emotional intelligence. They stated that organizations benefits from the use of emotional intelligence as it helps is assessing the effect of

decisions on an individual's career and simultaneously improves the effectiveness and quality of decision making process.

Yip & Cote (2013) predicted that ability to understand emotions facilitates better decisions. Thus, individuals having higher understanding of the emotions can correctly identify the situations which trigger their emotions. Emotion understanding ability helps in safeguarding against the effect of anxiety under stressful situations.

Thus, emotional intelligence helps in making better decisions relating to the career of an employee. Due to rapidly changing environment, an employee is required to be well equipped with EQ skills so that they can take crucial decision relating to financial and ethical decision under crisis situation. Employees equipped with EQ skills are better able to understand the situation that triggers their emotions so that they are able to take decisions which will prove beneficial for them as well as for the organization.

Emotional intelligence equips an employee to get in depth knowledge and clarity about a particular situation. Emotions are inseparable part of the organizational life. Employees equipped with EQ skills do not require high job control, as they are self motivated to work for the organization. Emotional intelligence helps in the regulation of the stress level of the employees which helps in coping with the demands and pressure of the work. Emotionally intelligent employee makes each and every effort to create an environment of mutual trust and understanding where employees can work in a cooperative and effective manner. Leaders possessing EQ skills helps in enhancing the creativity level of employees besides giving them due recognition for their work. Thus, emotional intelligence helps in building a climate of trust, loyalty, co-operation where employees feel motivated to work for the accomplishment of group objectives.

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